



UNITED STATES COAST GUARD
MISSION SUPPORT

STRATEGIC PLAN
2016 – 2020





YOUR MISSION IS OUR MISSION

We know the risks, we understand the stakes.

*We work tirelessly to ensure you have what
you need, when you need it. Because together,
WE make the Coast Guard – Semper Paratus.*

THE DEPUTY COMMANDANT FOR MISSION SUPPORT OF THE UNITED STATES COAST GUARD



It is my pleasure to present the 2016-2020 Mission Support *Strategic Plan*. This plan sets a five-year course to enhance the excellence and sustainability of mission support for Coast Guard operations. It defines efforts that are critical to delivering what our customers need to be mission-ready. It underscores the critical nature of workforce development. It reinforces our commitment to affordability. Ultimately, this plan sets us on a path to achieve the highest standards of service.

We take pride in the value mission support brings to the Coast Guard. We deliver the systems and people that enable operators to carry out Coast Guard missions. We support and develop our people. We acquire and maintain the Coast Guard's fleet of complex surface, aviation, and C4IT systems. We ensure the readiness of our front lines for both planned and contingency operations. Over the five years since our establishment, our business model has matured to ensure mission-focused, unified, and disciplined support delivery. I am pleased to say that mission support is more effective today than ever before.

While we're proud of what we've accomplished, we must continue to look to the future and new opportunities to deliver value for our customers. In our daily interactions with Coast Guard operators, we have listened and have a better understanding of the Coast Guard's strategic and operational landscape as well as our customers' aspirations and concerns. This understanding is the main driver behind the goals and objectives in this plan.

The future is very bright for our Coast Guard and mission support enables our operational success. Our people have the passion, pride and professionalism to make great things happen. As DCMS, I have had the opportunity to travel and engage with mission support team members across the country. I am consistently inspired by their energy and enthusiasm. I look forward to working alongside all of you to achieve the goals outlined in this plan. Together, WE make the Coast Guard - *Semper Paratus!*

Semper Paratus.

A stylized, handwritten signature in black ink, reading "S. Stosz".

Vice Admiral Sandra L. Stosz

Deputy Commandant for Mission Support



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INTRODUCTION

The Deputy Commandant for Mission Support (DCMS) organization delivers the systems and people that enable the Coast Guard to efficiently and effectively perform its operational missions. While we have matured significantly since establishment in April 2011, we are facing a convergence of strategic challenges that will impact how we deliver support over the upcoming years. Within DCMS we have an opportunity to shape the future of the Coast Guard in fundamental ways.

Grounded in the organization's commitment to the principles of mission support, this *Strategic Plan* charts a course for maturing our organization while advancing the Commandant's priorities of service to nation, duty to people, and commitment to excellence. Further, it builds on the three priorities in the DCMS intent: engaged leadership, efficiency through innovation, and standard service delivery.

Our desired outcome for the implementation of this plan is enhanced excellence and sustainability of support for Coast Guard missions. To achieve this, we will focus on the following goals over the next five years:

1. ***Capability and Capacity to Sustain Mission Demand:***
To achieve the appropriate level of readiness for both traditional and emerging domains, as well as contingency operations, we will acquire and sustain the required complement of assets, systems, and people.
2. ***Workforce Development and Well-Being:***
To support mission accomplishment, we will continuously develop and apply talent and experience in a safe and positive work environment.
3. ***Standard Service Delivery:***
To deliver what our customers need when and where they need it, we will leverage standard processes and service levels based on established requirements.
4. ***Efficiency through Innovation:***
As part of our commitment to affordability, we will ensure our processes, products, and services are efficient and cost effective, and encourage the judicious implementation of innovation.
5. ***Performance Management and Governance:***
To strive for the highest standards of service and personnel performance, we will continuously assess our performance.

In addition to guidance and input from Coast Guard senior leadership, this plan is informed by research and guidance from the President, Department of Homeland Security (DHS), Office of Management and Budget (OMB), and Department of Defense (DOD). It applies to all elements of our mission support enterprise: Headquarters directorates and offices; major commands; service, logistics, and training centers; bases; other DCMS field units; and field support providers assigned to operational units who receive technical direction from mission support. It provides the context for decisions about performance goals, priorities, and resource planning throughout our enterprise.



OVERVIEW OF MISSION SUPPORT

*The United States Coast Guard is the world's premier, multi-mission, maritime service responsible for the safety, security, and stewardship of the Nation's waters. Within the Coast Guard, mission support is where 'Semper Paratus' begins. We manage the entire life cycle of Coast Guard assets from acquisition and accession through divestiture and retirement. We provide the processes and strategies to best develop and sustain the Coast Guard's cutters, aircraft, boats, shore infrastructure, and information technology. We assess, develop, and support the workforce needed for the Coast Guard's complex, global mission set. The mission support enterprise understands Coast Guard missions and requirements because mission support is integrated into Coast Guard operations. Committed to supporting Coast Guard operations, the mission support workforce lives the Coast Guard's core values of **honor, respect, and devotion to duty**.*

Vision

Excellent and sustainable support
for Coast Guard missions.

Mission

Deliver and support the people and systems that enable
operators to carry out Coast Guard missions.

Additional information about the Coast Guard mission support can be found at: www.uscg.mil/missionsupport.



STRATEGIC FOUNDATION

The following six principles (listed in no particular order) reflect the desired attributes of mission support systems, processes, and personnel.

- **Flexibility:** *The ability to expand, contract, and adapt to meet changing situations, missions, and operational requirements.*
- **Responsiveness:** *The rapid deployment and configuration of resources to meet evolving or changing conditions so that the organization can achieve established requirements.*
- **Resiliency:** *The ability to withstand changes in the operating environment and expeditiously recover from a wide range of events.*
- **Transparency:** *Ready access to the data needed to make effective decisions and to inform our external customers.*
- **Integration:** *The process of working cooperatively across all elements of mission support and with diverse governmental and non-governmental entities to support mission requirements.*
- **Affordability:** *The cost-effective achievement of results based on the established and approved requirements of those supported.*

To learn more about each of these principles, download a copy of the Doctrine for Mission Support:
<http://www.uscg.mil/doctrine>.



STRATEGIC LANDSCAPE

Causes for Action

This strategic plan addresses opportunities and challenges in the Coast Guard's strategic environment. These issues demand our attention and focused effort over the next five years.

- ***Evolving Mission Demands:*** The Coast Guard contends with complex challenges in its operating environment. While globalization and technological innovations have led to a more interconnected and productive world, they have also introduced vulnerabilities and risks in the maritime domain. The Commandant's Strategic Intent identifies five areas of strategic focus that represent the most pressing demands for Coast Guard operations through 2020: Transnational Organized Crime (TOC) networks; southern maritime border security; increased maritime commerce (including changing energy markets); cyber risks to the maritime transportation system; and climate change in the polar regions. At the same time, the intent calls for the ability to meet steady-state demands while also maintaining surge capacity for major incidents. To address these challenges, the Coast Guard has developed three operational strategies: the *Western Hemisphere Strategy*, *Arctic Strategy*, and the *Cyber Strategy*. The Commandant's Strategic Intent and these strategies will significantly impact mission priorities and how the Coast Guard conducts operations in the coming years.
- ***Aging Assets & Infrastructure:*** A significant portion of our assets and infrastructure are operating beyond their originally designed service lives. As these assets age, they often experience decreased availability, technological obsolescence, increased maintenance costs, and reduced reliability. Further, safety is a critical concern as assets and infrastructure age.
- ***Changing Human Capital Landscape:*** Throughout its dynamic operating environment and across its missions, the Coast Guard depends on its workforce. As missions evolve, the Coast Guard must also address externally-driven workforce challenges. An increasingly competitive labor market, generational and demographic changes, and new personnel management approaches across the Federal government are changing the human capital landscape. These challenges and Coast Guard approaches are detailed in the *Human Capital Strategy*.
- ***Long-Term Outlook for the Federal Budget:*** Federal agencies are under increasing pressure to do more with constrained resources, and the Coast Guard is no exception. We must be attentive to these pressures and their impact on our ability to meet evolving mission demands, maintain aging assets and infrastructure, and adapt our human capital system.



U.S. Coast Guard Mission Support Strategic Plan (2016-2020)

GOALS

OBJECTIVES

1. Capability & Capacity to Sustain Mission Demand

To achieve the appropriate level of readiness for both traditional and emerging domains, as well as contingency operations, we will acquire and sustain the required complement of assets, systems, and people.

1.1. Fulfill operational capability and readiness requirements.

2. Workforce Development & Well-Being

To support mission accomplishment, we will continuously apply high-caliber talent and experience in a safe and positive work environment.

2.1. Keep our workforce resilient, proficient, and prepared.

3. Standard Service Delivery

To deliver what our customers need when and where they need it, we will leverage standard processes and service levels based on established requirements.

3.1. Develop standard levels of service.

4. Efficiency through Innovation

As part of our commitment to affordability, we will ensure our processes, products, and services are efficient and cost effective, and encourage judicious implementation of innovation.

4.1. Streamline processes to minimize the burden to operations.

5. Performance Management & Governance

To strive for the highest standards of performance, we will continuously assess our performance.

5.1. Link mission support performance to Coast Guard operations.

BALANCED SCORECARD

Customer & Stakeholder

STRATEGIC FOUNDATION: The Mission Support Principles

VISION: Excellent and sustainable support for Coast Guard missions.
MISSION: Deliver and support the people and systems that enable operators to carry out Coast Guard missions.

	1.2. Strengthen the connection between operational priorities and mission support resource allocation.			SERVICE TO NATION
		2.2 Adapt the Coast Guard's human capital system to meet the demands of an ever-changing external environment. 2.3. Increase workforce development opportunities.	2.4. Strengthen our positive safety culture.	DUTY TO PEOPLE
		3.2. Implement the Mission Support Business Model.	3.3. Increase unity of effort across the mission support enterprise.	COMMITMENT TO EXCELLENCE
	4.2. Achieve the optimal balance of mission support delivery and cost effectiveness.		4.3. Encourage thought leadership, creativity, and strategic thinking.	COMMITMENT TO EXCELLENCE
	5.2. Leverage strategy and data to fully inform resource decisions.	5.3. Build a responsive and flexible governance framework.		COMMITMENT TO EXCELLENCE
	Financial/Stewardship	Internal Process	Organizational Capacity	

(Flexibility, Responsiveness, Resiliency, Transparency, Integration, and Affordability)



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STRATEGIC ALIGNMENT

Multiple strategy and planning documents guided the development of this strategic plan. The *DHS Strategic Plan* and the U.S. Coast Guard's *Commandant's Direction*, *Commandant's Strategic Intent*, *Western Hemisphere Strategy*, *Cyber Strategy*, *Arctic Strategy*, and *Human Capital Strategy*, all helped shape this strategic plan. These sources provided insight on the emerging strategic environment and the future of Coast Guard operations.

In addition, military and civilian personnel across our mission support enterprise contributed to the development of this plan. Their daily interaction with operational customers, interagency partners, and stakeholders brought additional perspectives and focus to the strategic goals and objectives for mission support.

The following three priorities from the *Commandant's Direction* and their core strategies, as described in the *Commandant's Strategic Intent*, require excellent and sustainable support for Coast Guard missions. That is our vision and our pledge of support to the men and women we serve, our many mission partners, and our stakeholders.

<i>Commandant's Guiding Principles</i>	<i>Mission Support Goals</i>
<i>Service to Nation:</i> We will fulfill our Service to Nation and safeguard America's security and prosperity through ongoing and responsible recapitalization of our aging assets, building cooperative relationships, and ensuring capacity for major incident response operations.	1. Capability and Capacity to Sustain Mission Demand
<i>Duty to People:</i> We will uphold our Duty to People by maintaining a culture inhospitable to sexual assault, shaping a service climate of diversity and inclusion, and developing leaders of character and integrity.	2. Workforce Development & Well-being
<i>Commitment to Excellence:</i> We will maintain our Commitment to Excellence by optimizing our force structure, modernizing our systems and procedures, and employing deliberate and agile strategic planning processes.	3. Standard Service Delivery 4. Efficiency through Innovation 5. Performance Management & Governance

These five mission support goals represent our strategy for achieving the *Commandant's Direction*, while supporting implementation of *Western Hemisphere Strategy*, *Cyber Strategy*, *Arctic Strategy*, and *Human Capital Strategy*. The following section provides greater detail about each of our goals and their supporting objectives.



U.S. COAST GUARD

GOALS & OBJECTIVES

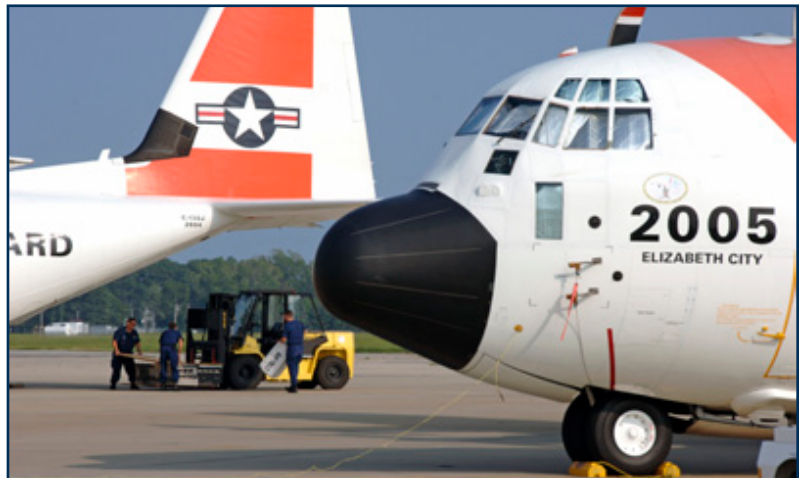
1. Capability and Capacity to Sustain Mission Demand

To achieve the appropriate level of readiness for both traditional and emerging domains, as well as contingency operations, we will acquire and sustain the required complement of assets, systems, and people.

Objectives

1.1. Fulfill operational capability and readiness requirements.

The Coast Guard's operational strategies for the Western Hemisphere, Arctic, Cyber Domain, and Energy Renaissance, rely upon the acquisition of new capabilities while continuing to lean heavily on our aging assets, platforms, and systems. We will pursue ongoing recapitalization and targeted improvements in assets to address these demands by partnering with operational program managers to understand, shape, and fulfill their requirements.



1.2. Strengthen the connection between operational priorities and mission support resource allocation.

Coast Guard mission success is a reflection of our ability to equip, train, maintain, and support Coast Guard assets and personnel. We will align asset and resource management decisions with operational priorities to balance support between new and existing requirements and capabilities.

2. Workforce Development and Well-Being

To support mission accomplishment, we will continuously develop and apply talent and experience in a safe and positive work environment.

Objectives

2.1. Keep our workforce resilient, proficient, and prepared.

Excellence in mission execution relies on our greatest strength—our workforce. Capable leaders, with the honed skills of their team, are essential to accomplishing the unit mission. Their support through health care, professional development, and learning are important contributors to meeting the demands of changing missions. We will continue to ensure viable support systems that fulfill our commitment to the workforce, to their families, and to their leaders.

2.2. Adapt the Coast Guard's human capital system to meet the demands of an ever-changing external environment.

Our human capital system must monitor and improve the readiness and resiliency of the workforce to meet the needs of the Service in an ever changing and dynamic world. We will implement the Coast Guard's *Human Capital Strategy* to advance our human capital system while ensuring responsiveness to expanding mission sets, changing labor markets, and new approaches to workforce management. This includes examining ways to refine the relationship and alignment of CG-1 and FORCECOM to improve delivery of mission-ready personnel.

2.3. Increase workforce development opportunities.

Workforce development ensures we have the knowledge, talents, and skills needed to confront challenges today and into the future. We will develop career tracks and guides, ensure active community managers and advocates, link education and training to job requirements, and employ succession planning to help individuals chart the course of their career.

2.4. Strengthen our positive safety culture.

The Coast Guard is obligated, both ethically and legally, to identify and mitigate risks faced by its workforce. Through leadership, training, communications, and other actions, we will ensure that a bias for safety continues to be woven into the fabric of the Coast Guard, from workforce behaviors, activities, and attitudes, to organizational decision-making, risk management, and planning.



3. Standard Service Delivery

To deliver what our customers need when and where they need it, we will leverage standard processes and service levels based on established requirements.

Objectives

3.1. Develop standard levels of service.

Our customers expect consistent and reliable mission support products and services. We will work with the operational community to develop standard levels of service based on established requirements, resource availability, and acceptable levels of risk.

3.2. Implement the Mission Support Business Model.

The Mission Support Business Model provides a mission-focused, unified, and disciplined approach to mission support delivery. We will continue to fully define and deploy the business model and strengthen existing processes to achieve the four cornerstones of product line management, configuration management, total asset visibility, and bi-level support.

3.3. Increase unity of effort across the mission support enterprise.

We will continue to develop a community for mission support by building bodies of knowledge in our disciplines, promoting cross-community collaboration, and increasing opportunities for promotion and progression across mission support communities.

4. *Efficiency through Innovation*

As part of our commitment to affordability, we will ensure our processes, products, and services are efficient and cost effective, and encourage judicious implementation of innovative ideas.

Objectives

4.1. *Streamline processes to minimize the burden to operations.*

Working with the mission support enterprise should be easy. We will identify processes and systems that can be simplified and streamlined to improve customer service and promote reliable mission support delivery.



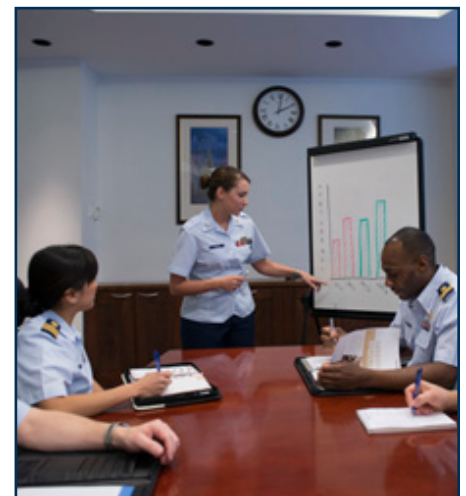
4.2. *Achieve the optimal balance of mission support delivery and cost effectiveness.*

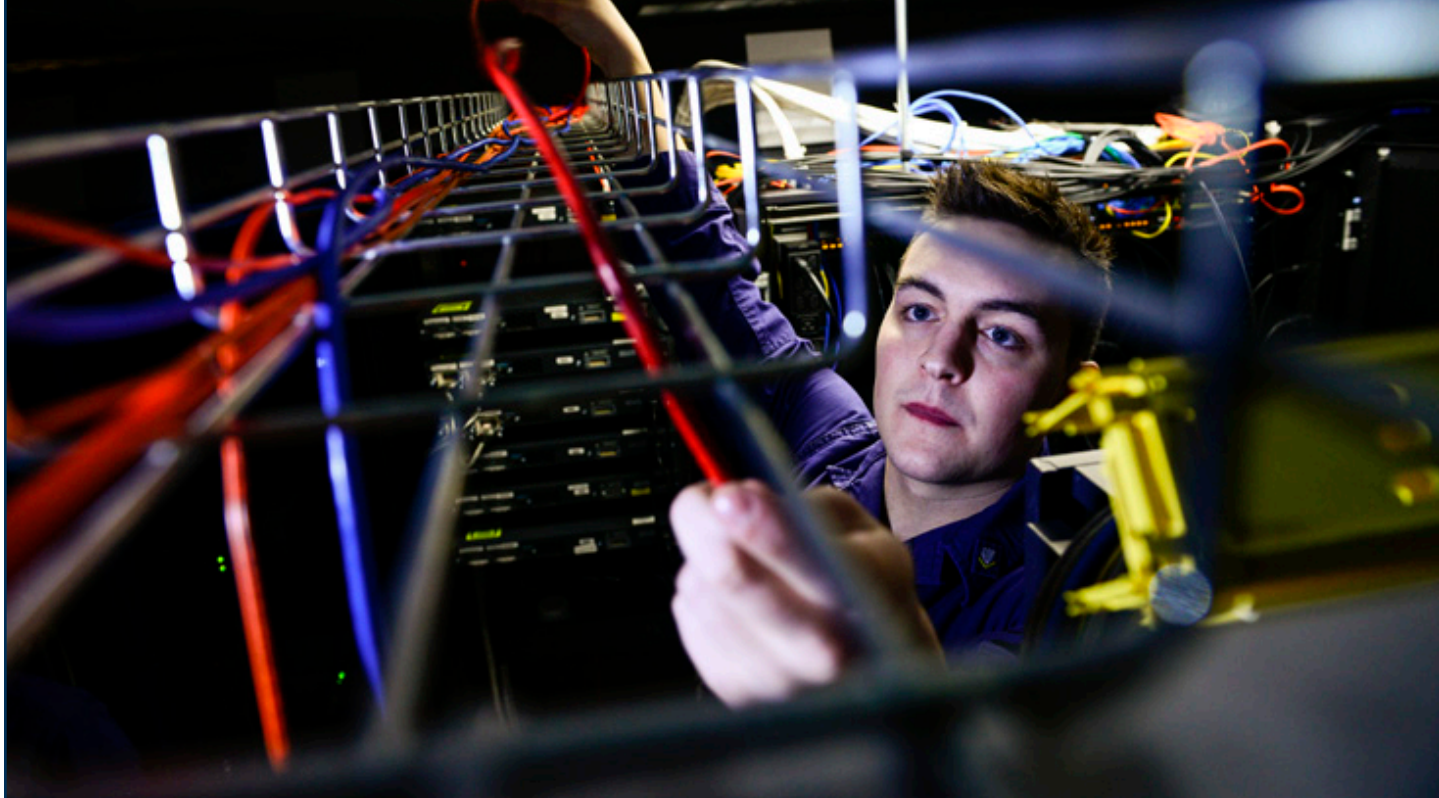
The mission support enterprise manages nearly half of the Coast Guard's budget and workforce. We will increase efficiency by eliminating hidden costs, optimizing life cycle costs, and emphasizing standardization.



4.3. *Encourage thought leadership, creativity, and strategic thinking.*

Meeting customer expectations, while improving efficiency, often requires cutting edge recommendations and solutions. Through leadership, training, communications, and other actions, we will promote, support, and encourage an inclusive and positive work climate where our people bring forth, explore, and incubate new ideas; recognize innovations that produce tangible results; and value lessons learned.





5. Performance Management and Governance

To strive for the highest standards of service and personnel performance, we will continuously assess our performance.

Objectives

5.1. Link mission support performance to Coast Guard operations.

Our customers expect consistent and reliable mission support products and services. We will work with the operational community to develop standard levels of service based on established requirements, resource availability, and acceptable levels of risk.

5.2. Leverage strategy and data to fully inform resource decisions.

The Mission Support Business Model provides a mission-focused, unified, and disciplined approach to mission support delivery. We will continue to fully define and deploy the business model and strengthen existing processes to achieve the four cornerstones of product line management, configuration management, total asset visibility, and bi-level support.

5.3. Build a responsive and flexible governance framework.

Governance and strategic management provide the discipline and rigor to enable organizational success. We will establish a lean governance framework with clear roles and responsibilities, decision-making processes, and checks and balances. We will strengthen linkages between strategy, budget execution, and performance while allowing flexibility for emergent mission demands.



ACHIEVING RESULTS

We will pursue these five goals and their supporting objectives collectively through a series of annual action plans. Each action plan will identify priority initiatives to be regularly tracked throughout the upcoming year. By focusing executive attention each year on a set of priority initiatives, we will continuously advance towards our goals while maintaining our ongoing commitments to those we serve.

We will appoint an Executive Sponsor for each initiative to be accountable for its successful completion. This includes designating an Initiative Manager who will develop and implement a Plan of Action and Milestones (POAM) for the initiative. The Mission Support Integration Office (DCMS-5) will assist with implementation and the Mission Support Resource Directorate (DCMS-8) will assist with resource planning. The DCMS Executive Leadership Council (ELC) will monitor the status of the annual action plans and regularly report progress. Chaired by the Deputy for Mission Support (DCMS-D), the DCMS Executive Leadership Council consists of Commandant (CG-1), Commandant (CG-4), Commandant (CG-6), Commandant (CG-9), the Commander of the Force Readiness Command (FORCECOM), the Director of Operational Logistics (DOL), and the Commander of the Personnel Service Center (PSC). In addition to assessing progress, this group will embed the strategy throughout our enterprise by aligning their organizational strategies to the goals and objectives in this plan to cultivate a culture that supports its achievement.

The 2016 Action Plan is available to those with CG Portal access on the DCMS site page: (<https://cg.portal.uscg.mil/units/dcms/SitePages/Home.aspx>). We will post all subsequent action plans to this page each year.

To ensure effectiveness, we must continually assess the progress of this strategic plan. We will create an appendix that contains key performance measures to ensure that our strategy and annual action plans advance our vision of excellent and sustainable support for Coast Guard missions. This information will be regularly monitored and reported on the DCMS site page.



[VIII] CONCLUSION

At its core, mission support delivers assets ready for operations and people ready to accomplish Coast Guard missions. Coast Guard mission success has always been a reflection of the Coast Guard's ability to equip, train, maintain, and support its forces and personnel. Both day-to-day and contingency operations demand that effective mission support be in place and functioning under the most challenging and demanding conditions and across vast geographic areas. This requires an integrated system of mission support communities with diverse knowledge, skills, and abilities. Each community in mission support plays a significant role in ensuring that Coast Guard operators are equipped and ready to accomplish the mission.

This strategic plan expresses our continued commitment to providing excellent and sustainable support for Coast Guard missions. As we look to the future, we recognize the uncertainty, risks, and challenges facing the Coast Guard, the Department of Homeland Security, and our country. We understand our critical role in supporting operational success.

We are committed to:

- **Achieving the appropriate level of readiness for both traditional and emerging domains, as well as contingency operations, by acquiring and sustaining the required complement of assets, systems, and people. *(Goal 1)***
- **Continuously developing and applying talent and experience in a safe and positive work environment. *(Goal 2)***
- **Delivering what our customers need when and where they need it by leveraging standard processes and service levels based on established requirements. *(Goal 3)***
- **Ensuring our processes, products, and services are efficient and cost effective while encouraging the judicious implementation of innovative ideas. *(Goal 4)***
- **Striving for the highest standards of service and personnel performance by continuously assessing our performance. *(Goal 5)***

All mission support personnel, from the most junior to the most senior, have an important role in the implementation of this Strategic Plan. It should guide the development of future mission support strategies and plans, and influence decision making at all levels of the organization. It provides a roadmap to ensure that we, the mission support team, continuously evolve and improve together to provide the support our customers and stakeholders expect and deserve.



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